

MICROCOPY RESOLUTION TEST CHART



Capturing The Cost Differences Between Today's Army
And The Army Of Excellence (AOE)

by

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Capturing the Cost Differences Between Today's Army

and the Army of Excellence (AOE)

The purpose of this paper is to provide an understanding of the assumptions made and the procedures used to estimate the costs of divisions in today's Army. This force costing exercise was the result of a tasking the US Army Cost and Economic Analysis Center (USACEAC), Force Cost and Data Base Division received from the Deputy Chief of Staff for Operations and Plans (DCSOPS). We were asked to provide, as a part of the Light Corps Capability Analysis (LCCA), comparative one time and annual recurring costs for the current Modified Table of Organization and Equipment (MTOE) and proposed Army of Excellence (AOE) airborne and air assault divisional designs. The four divisions we will be dealing with are the:

82nd MTOE Airborne Division 82nd AOE Airborne Division 101st MTOE Air Assault Division 101st AOE Air Assault Division

The two divisions designated as "MTOE Divisions" are actual divisions currently in existence, the 82nd Airborne and the 101st Air Assault, while the "AOE Divisions" are future configurations reflecting the shift toward light divisions. Light divisions employ fewer people and are more mobile than conventional divisions.

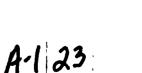
Before we can actually get into doing the costing, the assumptions/constraints we were working with need to be identified. These include:

- o the Force Cost Estimate will be based on a peacetime environment
- o use will be made of the Force Cost Information System data base, which was updated in the March-April timeframe for this exercise
- o the units will be started from scratch, that is, no allowance is made for items already in inventory
- o personnel training costs are based on training of raw recruits to attain the skill level required
- o military pay includes retired pay accrual
- o the April TOE file, which was modified by TRADOC, will be used as the source of the unit definitions when possible
- o the composition of the MTOE divisions will be taken from the 31 Dec 1984 version of the Department of the Army Force Accounting System Active Army Troop List
- o costs are in Fiscal Year 85 constant dollars.

The limitations to the estimate are:

- o not all the equipment belonging to the units are in the data base
- o not all the correct units are on the TOE tape
- o the estimate does not include the cost to transport the equipment to the site of operation
- o impact on military construction was not considered

For the equipment not in the data base, which averaged to be about 3% of the costed equipment, we assumed that the uncosted equipment for each division was relatively the same and, therefore, the costs associated with this equipment would be a wash.



For those units not found on the TOE tape, units of a similar structure were substituted. For this exercise, we were not worried about the transportation or the military construction costs. If we had been, a rate per short ton would have been applied to the short tonnage for transportation and the Corps of Engineers would have been asked to supply the construction costs.

In order to perform this cost exercise, three basic items were needed. They were a list of the units, by Standard Requirement Code (SRC) or Unit Identification Code (UIC), which made up each of the divisions, a current Training and Doctrine Command (TRADOC) Table of Organization and Equipment (TOE) tape containing all of the SRCs, and the Force Cost Information System (FCIS). The Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) was responsible for preparing the lists of units and when a unit was undefined, providing an acceptable substitute. The TOE tape, which defines all the units in the Army in terms of people and equipment, was specially prepared by TRADOC to include as many of the units in the four divisions as they had data on and sent to the US Army Management System Support Agency (USAMSSA) for inclusion in the FCIS.

The FCIS is a Comptroller of the Army force costing system which can be used for two purposes:

- o to estimate force unit costs in a peacetime environment, and
- o to analyze variations in resource requirements resulting from proposed force changes in a peacetime environment.

The system can provide cost reports for various force structures including existing and developmental units identified by SRC and/or Unit Identification Code (UIC). These unit cost reports can be produced at division, battalion, brigade or company level and for forces composed of groups of SRCs and UICs. The FCIS also has the capability to estimate the cost of notional units, which are any combination of personnel and equipment. In addition to providing unit cost reports, the FCIS can also provide cost comparisons between units or groups of units. For this exercise we are interested in unit cost reports at the division level and cost comparisons between divisions.

When ODCSOPS tasked us to provide the costs for the four divisions, they were told to provide us with a list of the units which made up the two AOE divisions. After considerable talking between the DCSOPS force people and TRADOC the AOE lists were available. The two MTOE divisions were taken from the Department of the Army Force Accounting System Active Army Troop List. It was decided that SRCs, rather than UICs, would be used as the basis for the unit identification when possible. SRCs were chosen because the AOE units are too new to have UICs assigned to them, and, therefore, using the SRCs provides consistency. SRCs represent the proposed configuration of the units while UICs represent actual units and the people and equipment they are allocated to have. The first list we received from ODCSOPS for the 82nd Airborne AOE is attachment 1. It is enclosed to give you an idea of what the data looks like when it comes to us. Fortunately for me, I had a lieutenant colonel in my office who knew what all those symbols stood for. By displaying the division structure in this way, symbols and all, we were able to avoid the possibility of double costing a unit.

To cost the divisions, the next step was to ascertain whether all the SRCs were on the TOE tape and if they had people and equipment assigned to them. Although there were SRCs assigned to each unit, some of them just had not been defined. The

only way we could determine this was to run the lists through the FCIS and see how many misses we came up with. In order to accomplish this, four data files, one for each of the four lists, were created and input into the FCIS. The FCIS then accessed the March TOE Tape, it was the most current one available at the start of this job, and extracted the data on the SRCs for the four different configurations and assigned costs to the pieces of equipment identified by Line Item Number (LIN) and the people identified by Military Occupational Speciality (MOS) and rank. The equipment costs reflect the Program Objective Memorandum (POM) cost if the item is a POM item, otherwise, the cost is taken from the Army Master Data File (AMDF) and inflated to, in this case, Fiscal Year 85 dollars. The personnel costs are based on per capita factors generated in the Force Cost and Data Base Division of the USACEAC, my office, with input from various other Army Staff offices, including course data from the Army Training Resources and Requirements System (ATRRS) for which ODCSOPS has responsibility.

The TRADOC TOE people were very cooperative and were able to add the necessary units to the April TOE tape which we received shortly after the first of April. This made things quite a bit easier. In fact, the way it turned out, the only division to present a real problem was the AOE for the 10lst. With a list of the undefined units in hand, we went back to ODCSOPS and told them we needed some alternative units. After more talking to the TOE people, we finally had four complete lists, attachments 2 through 5. You will notice there is a UIC in the MTOE configuration for the 10lst, this is because the SRC for the unit was not available. Now to repeat the process.

To start the costing exercise, four new data files had to be created to accommodate the new lists. With the creation of the data files, we were now ready to run the FCIS and get costs for each of the units. This was done by submitting an FCIS job which accesses the TOE tape for a description of the units. In this case the April Toe tape was used as the source for all the units except the MP Companies in the AOE divisions. Since the MP Co identified by the SRC 19017J5000 was not on the April tape, we used the March tape to cost this unit. When the people and equipment belonging to each unit have been identified, the system then goes into the various cost files. It is here that equipment is flagged as not being in the data base, or if it is, the selected FY 85 cost is assigned.

The FCIS, when it has finished collecting all the necessary data on the units, provides a printout of the costs complete with descriptive data pages if desired. The cost pages give the cost associated with starting up a unit from scratch and operating it on an annual basis. These costs are broken out at various levels. broadest costs identified are the direct and indirect costs. These are then followed by a breakdown by appropriation: Aircraft Proc, Missiles Proc, Weapons & Tracked Combat Vehicles Proc, Ammunition Proc, Other Procurement Army (OPA), Operation & Maintenance Army (OMA), and Military Personnel Army (MPA). The appropriation totals are then followed by a more detailed cost breakout. See attachment 6. You are also given a choice as to where you want the unit to be stationed because the FCIS provides costs for CONUS, Europe, Korea, Alaska, and Hawaii. For this exercise, we used the costs for a unit within CONUS. These pages also give the number of persons assigned to the unit by officer and enlisted. The descriptive data pages list the major items of equipment by Line Item Number (LIN) and quantity. Not all the equipment in the unit is listed here, only those items which comprise 5% of the total equipment cost in each appropriation. Those not falling in this category are included in the All Other Items costs. The weight of the equipment in the unit is also shown on these pages, in short tons and measurement tons. The cost and descriptive data pages for a Field Artillery Bn are provided as attachments 7 and 8.

The system calculates and prints the cost and descriptive data pages for each of the units in the divisions. The system then gives a rollup of the division costs. This rollup is in the same format as the cost pages for the individual units but the descriptive data pages are not available. The four division rollups are attachments 9 through 12.

With the divisions costed, we now turn our attention to the cost differences or the "delta costs". In order to do this, we once again go to the FCIS. The FCIS takes the units in the MTOE division ("old division") and adds all its people and equipment together; it then does the same for the AOE division ("new division"). With these two lists compiled, the system does a comparison to provide three lists. The first list is of equipment common to both division; the second is of equipment found in the "old division" but not needed for the "new division" or excess; and the final list is of equipment required by the "new division" that is not in the "old division". The FCIS displays the equipment costs as two types, PEMA and OMA. PEMA equipment is the old name for procurement funded items such as aircraft, weapons, and trucks. OMA equipment includes items which are OMA funded, such as band equipment, wrenches, and personal issue items. The same is done for the people in the divisions. Attachment 13 provides a sample of the delta report. The delta costs for these two division comparisons are:

82nd AIRBORNE DIVISION PEMA Equipment OMA Equipment People	Common	Excess	Required
	\$385,995,873	\$511,616,207	\$269,116,826
	\$11,039,386	\$36,221,676	\$1,906,903
	\$94,369,663	\$267,829,013	\$141,028,198
101st AIR ASSAULT DIVISION PEMA Equipment OMA Equipment People	Common	Excess	Required
	\$1,510,429,219	\$675,826,395	\$296,815,565
	\$13,852,582	\$1,944,259	\$5,179,130
	\$291,908,431	\$98,014,749	\$50,020,026

One thing must be remembered, the system does not take into account the availability of equipment in inventory. The costs shown are based on outfitting the divisions with all new equipment.

The summary Force Cost Estimate (FCE) of the airborne and air assault AOE and MTOE divisions and the cost differences between the AOE and the MTOE divisions are displayed by attachment 14. The differences were computed by subtracting the MTOE cost elements from the corresponding AOE cost elements. The figures in the FCE shown in parentheses reflect a decrease in cost for the AOE division. Some of the significant highlights behind these cost differences are:

o the total one-time and recurring costs for both the airborne and air assault AOE divisions are less than the corresponding total MTOE costs, which is what you would would expect considering the decrease in personnel and the move to a more mobile army.

(1)	AIRBORNE DIVISION:	AOE vs MTOE
	Total One-time Cost	- 30%
	Total Recurring Cost	- 12%

(2) AIR ASSAULT DIVISION:

Total One-time Cost

Total Recurring Cost

AOE vs MTOE

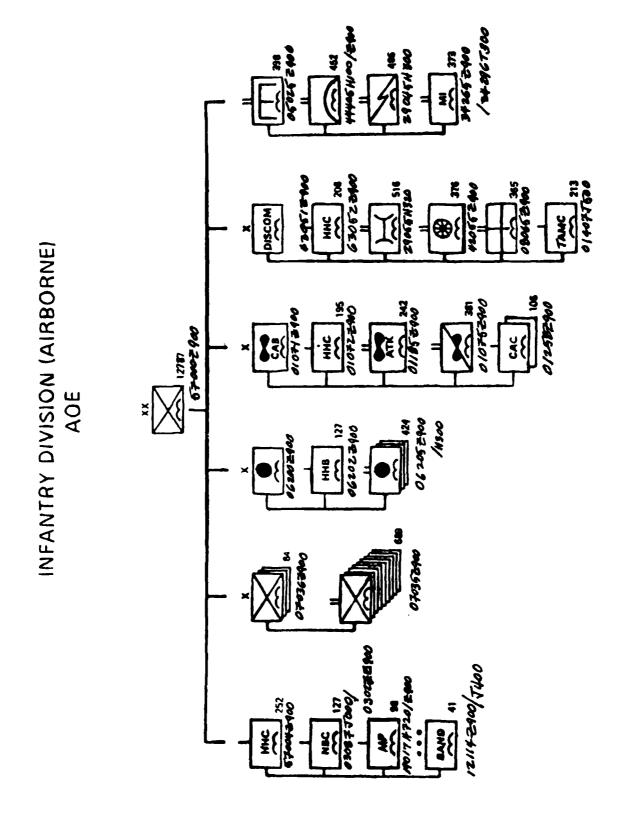
- 23%

- 9%

- o the recurring investment cost for aircraft in the airborne AOE division is higher than the same cost for the MTOE division. This reflects a higher peacetime replacement factor for the UH-60A in the AOE division than the UH-1H in the MTOE division. However, the same cost for the 10lst AOE Air Assault is less than the cost for the MTOE division because the AOE requires less of the aircraft.
- o the most significant savings in the annual operations cost of the AOE divisions is in the total annual MPA. In the airborne AOE division, the decrease in MPA comprises 80% of the decrease in the annual recurring operations cost. In the air assault AOE division, the decrease in MPA represents 98% of the decrease in the annual recurring operations cost.

To summarize, the tasking from ODCSOPS to provide a one time and annual recurring cost comparison of today's MTOE Army and tomorrow's AOE Army was an extensive effort requiring data input for the Comptroller of the Army Force Cost Information System from ODCSOPS and TRADOC. While it is true the FCIS has its limitations, the costs generated by it provide a good starting point for planning.

The Force Cost Estimate, attachment 14, reflects the type of cost changes one would expect when going from a division heavy with people and equipment to a lighter more maneuverable division. In the airborne division, we are decreasing the number of personnel assigned to the division by approximately 4000, while in the air assault, the reduction is 3500 people. This naturally carries over into the costs to provide a substantial cost reduction associated with the AOE units. The one time equipment costs reflect this same decrease in cost when transitioning from a people and equipment intensive army to one more concerned with hitting them hard and fast. The same is true for the recurring costs, with the exception of aircraft related costs for the 82nd AOE division. In this configuration, the UH-1H helicopter is being replaced by the UH-60A which has a greater peacetime replacement factor, thus the recurring operating cost for aircraft are higher. However, the overall picture, based on the Force Cost Estimate, is that the Army of Excellence will be less expensive to set up and to operate than the Army of today.



MTOE CONFIGURATION FOR THE 82nd AIRBORNE DIVISION

03087H70000 NBC COMPANY 03500H2JA00 NBC ELEMENT TEAM 05025H30000 ENGR BN HHB, ABN DIV ARTY 06201H30U0U FA BN, 105MM T 06205H30000 06307H62000 TGT ACQ BTRY 07035H02000 INF BN, E/W TOW 07107H60000 ANTIARMOR COMPANY 08065H30000 MEDICAL BN 11215H30000 SIGNAL BATTALION 12017H62000 AG CO, SPT CMD 14037H62000 FIN CO, SPT CMD 17215H30000 AR BN ABN DIV/SEP ABN BDE 17275H40000 AIR CAV SQDN 19017H72000 MP CO 29045H30000 SUP AND SVC BN 29052H30000 HHC, SPT CMD 29053Н30000 DIV MMC MAINT BN 29055H32000 34165H81000 CEWI BN 44425H10000 ADA BN, VULCAN, T 57004H30000 HHC, AIRBORNE DIVISION 57042H30000 HHC, ABN DIV BRIGADE 57055H31000 CBT AVIATION BN

AGE CONFIGURATION FOR THE 82nd AIRBORNE DIVISION

01072X40000 HQ & HQ COMPANY 01075X40000 RECON SQDN 01185J80000 ATTACK HEL BN 01258J80000 COMBAT AVN CO (UH-60) 01407J50000 AVN MAINT CO 03027Z90000 CHEM CO (SMK/DECON) 05215350000 ENGINEER BN HHB DIV ARTY 06202Z90000 06205H30000 FA BN, 105MM T 07035Z90000 INF BN 08065H30000 MEDICAL BN 11215Z90000 SIGNAL BN 12114J40000 DIVISION BAND 19017J50000 MP CO 29095J00000 S&E BN MI BN (CEWI) 34265J50000 42025J80000 S&T BN 44135Z90000 ADA BN HHC BDE 5704Z290000 63052Z90000 HHC/MMC SPT CMD 67004J50000 HHC DIVISION

MTOE CONFIGURATION FOR THE 101st AIR ASSAULT DIVISION

WH8BAA 03087J00000	
03500H2JA00	
05215J00000	
06701J00000	HHB, AMBL DIV ARTY
06705H11000	FA BN, 105MM T
06797J00000	AVN/TGT ACQ BTRY
07055J00000	INF BN
07201J00000	HHC, AVN GP
07202J00000	GS AVN CO, AVN GP
07255J00000	CBT SPT AVN BN
08025J00000	MED BN
11205J00000	SIG BN
12027J00000	AG CO, SPT CMD
14047J00000	FINANCE CO, SPT CMD
17095J00000	AIR CAV SQDN
17285J00000	ATTACK HELICOPTER BN
19037J00000	MP CO
29042J00000	HHC, SPT CMD
29043J00000	DMMC
29085J00000	MAINT BN
29095J00000	S&E BN
34275J00000	CEWI BN
44445J00000	ADA BN, STINGER
55165J10000	TRANS MDE HEL BN
55405J00000	TRANS ACFT MAINT BN
67004J00000	HHC, AIRMOBILE DIVISION
67042J00000	HHC, AMBL DIV BRIGADE
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AOE CONFIGURATION FOR THE 101st AIR ASSAULT DIVISION

01125J51000 COMBAT AVIATION BN (CH-47) 01135J50000 COMBAT AVIATION BN (UH-60) 01385J51000 ATTACK HEL BN (AH-1) 01405J50000 AVIATION MAINT BN 01705J51000 AIR RECON SOUADRON (AH-1) 01795J50000 COMMAND AVIATION BATTALION 03027J50000 CHEMICAL CO (SMK/DECON) 05215J50000 ENGINEER BN 06702J50000 HHB, DIV ARTY 06705J50000 FA BN 105MM T INF BN 07055J50000 08025J50000 MEDICAL BATTALION 11205J50000 SIGNAL BN DIVISION BAND 12114J40000 17202J40000 HQ & HQ TROOP 19037J50000 MP COMPANY 34275J50000 MI BN CEWI S&T BN 42065J50000 43065J50000 MAINT BN ADA BN 44145J50000 63042J50000 HHC/MMC, SPTCMD HHC AIR ASSAULT DIV 67004J50000 HHC AIR ASSAULT BRIGADE 67042J50000

COST BREAKDOWN

INVESTMENT COST TOTAL

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AIRCRAFT PROC

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OP READINESS FLOAT
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FORCE COST ESTIMATE (FCE) (THOUSANDS OF DOLLARS FY 85)

AIRBORNE DIVISION

.A RECURRING	\$65,527	(158, 128)	(\$92,601)
DELTA ONE-TIME	(\$299,907)	(187,391)	(\$487,298)
DE RECURRTNG	\$195,957	605,253	\$801,210
MTOE ONE-TIME	\$1,093,076	516,087	\$1,609,163
E RECURRING	\$261,484	₩7,125	\$708,609
AOE ONE-TIME	\$793,169	328,636	\$1,121,865
	INVESTMENT	OPERATIONS	TOTAL

IR ASSAULT DIVISION

	¥	AOR	MTOF		AT 130	•
	ONE-TIME	RECURRING	ONE -TIME	RECURRING	ONE-TIME	RECURRING
INVESTMENT	\$2,218,883	\$936,683	\$2,939,921	1996,992	(\$721,038)	(\$60,309)
OPERATIONS	436,438	605,494	602,359	698,275	(105,921)	(92,781)
TOTAL	\$2,715,321	\$1,542,177	\$3,542,280	\$1,695,267	(\$856,959)	(\$153,090)

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